

Montgomery County Maryland

CountyStat 2008 Second Quarter Report

“Our residents have the right to expect every County department and every County employee to be responsive and accountable every day. To accomplish this goal, I have introduced the ‘CountyStat’ initiative, which will help us provide more effective and efficient customer service by improving performance and ensuring that we get results. CountyStat will track information about the problems we face and the measures we are taking to address them– in real time, not with data that is old and irrelevant. I am confident that CountyStat will make our good government even better.”

- Montgomery County Executive Isiah Leggett

This report is the first in a series of regular quarterly reports published by the Montgomery County Executive’s CountyStat Initiative. These reports will focus on the major themes of CountyStat in its first year and will provide a high-level review of activities and progress made during this period. The three major themes of CountyStat in Year 1 are Capacity Building, Policy Translation, and Data Analytics and Integration. Each theme is discussed later in this report in greater detail. All of these themes fit within the overall principles of CountyStat:

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Through adherence to these principles, CountyStat seeks to improve performance by creating greater governmental accountability, providing clearer transparency into County operations, applying data analytics to the decision-making process, and ensuring decisions are implemented by conducting relentless follow-up. The most visible aspect of CountyStat’s ongoing efforts is the weekly meeting that brings together the County Executive and Chief Administrative Officer with department directors to engage in data-based performance discussions. We are moving from measuring *activity* and *outputs* to measuring *outcomes* and *creating a culture of “managing for results.”*

CountyStat Meetings

CountyStat consists of a series of regular meetings during which the County Executive and the Chief Administrative Officer use real-time data to discuss the departments’ performance strategies. The main objective is to improve the efficiency and responsiveness of government by using up-to-date data as the ongoing focus for day-to-day management and long-term policy making.



CountyStat Meeting Types

Performance Plans	Meetings focus on the creation of individual departmental performance plans through the development of headline performance measures and application of rigorous follow-up.
Cross-Agency Initiatives	Meetings focus on implementation of the County Executive's cross-agency initiatives by continually assessing the status of ongoing efforts and the creation of performance measures that guide departmental activities.
Departmental Issues	Meetings focus on issues that impact one or multiple departments and require coordination amongst departments. These meetings provide timely response to critical issues facing Montgomery County.

Each type of CountyStat meeting serves a distinct purpose and contributes to the cumulative efforts of the County Executive to create a more responsive and accountable County government.

Performance Plan Meetings

During the 2nd Quarter of 2008, CountyStat reviewed the performance plans of the Departments of Recreation, Housing and Community Affairs, Permitting Services, and Montgomery County Fire and Rescue Services. In each instance, CountyStat refined existing performance measures in an effort to better capture the totality of departmental efforts and align their headline measures to industry and regional standards. CountyStat found that in many instances, departments understood the importance of reporting data, but did not have the tools to accurately capture meaningful performance data. CountyStat continues to seek opportunities to enable and empower departments performance reporting by building their capacities through training and the creation of data analysis tools. This theme of Capacity Building represents an ongoing effort between CountyStat and departments.

Cross Agency Initiative Meetings

CountyStat supported a series of meetings which focused on each of the County Executive's Cross-Agency Initiatives during the 2nd Quarter of 2008. These meetings brought together key stakeholders in multiple County departments and agencies outside of the Montgomery County Government. During this quarter, CountyStat reviewed the Pedestrian Safety, Affordable Housing, and Positive Youth Development Cross-Agency Initiatives. Ensuring that each of these Initiatives continues to demonstrate measurable progress requires the facilitation of CountyStat to provide an operational assessment of each Initiative's underlying policy. Close monitoring and collaboration ensures that the priorities of the County Executive are accurately interpreted by departments. This theme of Policy Translation is another ongoing effort between CountyStat and departments to make certain that Initiative stakeholders accurately prioritize resources.

CountyStat Reviewed Cross-Agency Initiatives
Pedestrian Safety Initiative
Affordable Housing Initiative
Positive Youth Development Initiative

Departmental Issue Meetings

Departmental Issue meetings focus on either individual or multiple departmental issues that have come to the attention of the County Executive, Chief Administrative Officer, or CountyStat. CountyStat

found that there is a need within the County to further integrate data analytics into decision making and departmental operations. Often the County faces challenging issues that require immediate attention or support from outside of the department. In these instances, CountyStat provides rigorous quick-turn analytical support for the County Executive's Office and departments. This support often requires not only technical skills such as geospatial and data analysis but also the ability to integrate these findings into departmental operations. Accurately and quickly identifying the root of operational inefficiency allows the County to streamline processes. Data Analysis and Integration is a theme that CountyStat will continue to champion as it works with departments to supplement operational procedures with data-driven analysis.

Major Themes

During the 2nd Quarter of 2008, CountyStat aimed to establish a data-driven analytic capability within the County Executive's Office. While building upon the CitiStat model developed in the City of Baltimore, CountyStat represents a further evolution by incorporating data analysis into the planning and operational procedures of County departments in a cooperative manner. Through ongoing facilitation, CountyStat has focused on developing three major themes: Capacity Building, Policy Translation, and Data Analytics and Integration. Each of these themes contributes to increasing the overall efficiency and effectiveness of County government in a transparent and accountable manner.



Capacity Building

CountyStat seeks to build the capacity of County departments to realize their full potential through the application of meaningful data analysis. As departments are increasingly required to report on their performance, developing an understanding on how to report this information is of vital importance. While CountyStat provides a myriad of services and technical support to various County departments, creating systems that departments maintain and providing training on how to use these systems represents a sustainable growth model.

CountyStat Capacity Building Departmental Overtime Expenditure Tracking
<i>CountyStat developed a module that allows the four highest-overtime grossing departments to track their expenditures and report on this utilization on a quarterly basis. This originally developed tool was rolled out to each department with an accompanying training session and user guide. The user guide provides step-by-step instructions on how to report overtime expenditures. This capacity-building step ensures greater continuity in overtime reporting and increases departments' ability to closely monitor their operational procedures and practices.</i>

Traditional "performance-stat" programs seek to identify opportunities to improve efficiency. CountyStat moves beyond the identification step to the capacity building phase in order to facilitate the capabilities of individual departments. With the proper training and tools in hand, departments continually provide CountyStat with progress updates. These updates serve as the basis for meetings and help inform policymakers' decisions.

Policy Translation

CountyStat assists policymakers by ensuring that their message is accurately interpreted and set into action by departments. Through ongoing facilitation and rigorous follow-up, CountyStat provides a forum for the continual monitoring of programmatic performance as it relates to County policies. Because in many instances, high-level policy requires numerous departments working in coordination, it is essential that all departmental data supports overall performance reporting. During the course of working with Cross-Agency Initiatives, CountyStat found that departments lacked a conduit for measuring Initiative progress and creating milestones to guide the completion of these policy goals. CountyStat fulfills this void by providing a means of support that is capable of combining policy direction with the operational realities departments face on a daily basis. By serving as an independent arbitrator, CountyStat can provide unbiased advice for departments on how they can better tailor their systems and procedures to meet the goals and objectives of high-level policy.

CountyStat Policy Translation Positive Youth Development Initiative

Creating a positive impact on the lives of youth in Montgomery County requires the systematic cooperation of many stakeholders within and outside of County Government. CountyStat assists policymakers by translating policy guidance into operational means that can be used to formulate performance measures. CountyStat drafted the first complete inventory of all County programs associated with positive youth development and outlined variables for each program that determine if programs are having a measurable impact on the policies advocated by the County.

Data Analytics and Integration

Integrating data into management and operational decision-making is a central facet of CountyStat's support. By requiring departments to inventory their existing data resources and place increasing significance on this data, CountyStat is building a foundation for a robust data analytics and integration capability within the County Government. Through interviews and research associated with meeting preparations, CountyStat found that departments' spatial analysis capabilities are not widely recognized and that their GIS function revolves around map generation rather than using GIS as an analysis tool. CountyStat is working closely with individual departments to build their data analytics and integration capacity. With this ongoing support, CountyStat will increase the uniformity of data collection, validity of collected data, and increase inter-departmental program analysis.

CountyStat Data Analytics and Integration

Pedestrian Safety Intersection Prioritization

The creation of safe streets for pedestrian access and use is an important public safety issue in Montgomery County. To assist the Department of Transportation and Police Department, CountyStat conducted geospatial analysis that assisted in the identification of priority intersections. This geospatial analysis serves as the basis for examining the methodology behind the creation of pedestrian safety projects and ensures that data analysis drives intersection prioritization.

Summary of High-Level Outcomes

(During the 2nd Quarter Period)

Performance Plans: In all Performance Plan Meetings, CountyStat worked with Departments to revise existing and develop new headline performance measures to more accurately capture their contributions to Montgomery County.

<p>Department of Permitting Services</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 4 Measures under revision: 2 New or under construction measures: 2 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. The Department of Permitting Services (DPS) will analyze its operations in light of its Insurance Services Office (ISO) Building Code Effectiveness rating to determine the cost/benefit of improving its rating. 2. DPS is developing a plan tracking capability and will use the results to refine its measure on average time to issue permits. 3. DPS will work with CountyStat to develop a more comprehensive means of measuring customer satisfaction. 4. DPS will refine its measure of complaints resolved on first inspection by tracking specific types of resolutions. 5. DPS created a plan of action to strengthen its follow-up process for residential final inspections and to require residential use and occupancy permits for residential construction.
<p>Department of Recreation</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 3 Measures under revision: 0 New or under construction measures: 3 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. The Department of Recreation created a plan of action for collecting and analyzing data that will measure the level of customer service provided by the Department and the impact its programming has on customer well-being. 2. The Department of Recreation is working with CountyStat to develop a process for measuring how different programming, location of programming and pricing of programming impacts enrollment figures and revenue.
<p>Fire and Rescue Services</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 4 Measures under revision: 1</p>

	<p>New or under construction measures: 3 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. With the CountyStat's assistance, Montgomery County Fire & Rescue Services (MCFRS) is prioritizing the collection and analysis of performance data in all operations. This data will serve as the basis for comparing MCFRS performance to regional and national benchmarks. 2. In order to reduce stress on the ECC and limit nonemergency 911 calls, a representative from MCFRS will be placed on the 311 Steering Committee. 3. MCFRS is constructing an EMS Headline Measure that will both measure the utilization of EMS services within the county, and will provide a comprehensive analysis of the quality of these services. 4. MCFRS will build a Headline Measure that better captures its efforts to engage in proactive fire prevention training. This measure will positively impact MCFRS's ability to provide services to the elderly and non-English speaking communities within the county.
Department of Housing and Community Affairs	<p>Status of Headline Measures:</p> <p>Fully developed measures: 6 Measures under revision: 1 Measures removed as headline measures: 3</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. Department of Housing and Community Affairs (DHCA) will work with CountyStat on a cost-benefit analysis of voucher production versus unit production and preservation. 2. DHCA will engage other departments in discussions of criteria for identifying areas in need of neighborhood revitalization. 3. DHCA created a CountyStat-recommended plan of action for incorporating database filters to increase quality control, and methods for collecting and analyzing data on code enforcement citations and landlord-tenant cases that go to the Commission.
<p>Cross-Agency Initiatives: In all Cross-Agency Initiative Meetings, CountyStat worked with a wide range of Departmental stakeholders to identify and prioritize performance variables that contribute to the success of the County Executive's Cross-Agency Initiatives.</p>	
Pedestrian Safety Initiative	<ol style="list-style-type: none"> 1. Number of pedestrian collisions will be the primary measure of success for the Pedestrian Safety Initiative. 2. Geospatial analysis, conducted by CountyStat, validated the Initiative's initial high incidence area locations, and provided data and guidance about subsequent high incidence areas. 3. Police Department data on pedestrian collisions within Montgomery County is

	<p>incomplete due to jurisdictional boundaries and other reasons. The Pedestrian Safety Steering Committee will explore ways to integrate Police Department and Fire and Rescue Services data to provide a complete picture of pedestrian collisions across Montgomery County.</p> <p>4. The Department of Transportation will develop an analysis tool to guide the prioritization of lighting projects.</p> <p>5. CountyStat developed an analysis tool for the Pedestrian Safety Initiative that allows users to easily analyze pedestrian collision data at high incidence intersections and to use that data to plan other activities at those locations.</p>
Affordable Housing Initiative	<p>1. Developed measures for affordable housing supply. CountyStat is in the process of working with DHCA, HHS, HOC, and M-NCPPC to develop measures for demand to ensure that the County's housing policy is aligned with the County's affordable housing needs.</p> <p>2. CountyStat will work with DHCA, HHS, and HOC to track and monitor supply and demand measures for affordable housing to determine the effectiveness of County resource utilization in bridging the gap between affordable housing supply and demand.</p> <p>3. Reached agreement on a housing cost burden threshold of 30 percent of household income as the high level indicator to be used as an Affordable Housing Initiative benchmark.</p> <p>4. Data analysis will allow for the determination of the number of existing affordable housing units that were created and/or are managed through County-sponsored initiatives.</p> <p>5. The decision was made that affordable units and clients served need to be reconciled and aggregated to determine the true provision of County affordable housing assistance.</p>
Positive Youth Development Initiative	<p>1. PYDI Steering Committee chairs will hold meetings on a quarterly basis or more often as need dictates.</p> <p>2. The PYDI Steering Committee will restructure programming to ensure that all programs align across departments and maintain continuity of services in target locations and for target ages.</p> <p>3. The PYDI Steering Committee will construct a comprehensive plan to ensure that programming continues to attract participants during the summer months.</p> <p>4. PYDI stakeholders will maintain a comprehensive listing of youth programs and services, created by CountyStat, which serves as the basis for measuring program performance.</p> <p>5. PYDI accepted universal standard definitions for positive youth development that serve as the foundation for measuring Initiative performance.</p>

Departmental Issues: In all Departmental Issues meetings, CountyStat applied rigorous data analysis to assist departments in identifying and remedying issues that

impact their ability to provide high quality and efficient services to Montgomery County.	
Overtime	<ol style="list-style-type: none"> 1. CountyStat developed a standard overtime reporting form using information from the payroll system to allow the County to compare overtime use across departments and over time. 2. Department access to payroll data is limited in two ways: (1) departments do not have access to charges made to them by personnel outside of their departments, and (2) very few personnel within each department have access to the necessary data system. DTS and OHR will work to resolve these issues so that departments have needed access. 3. The Montgomery County Fire and Rescue Service (MCFRS) shows a persistent relationship between the number of overtime hours earned by an individual and that person's average hourly overtime wage. MCFRS will continuously monitor overtime use and will work with CountyStat to analyze operations to identify opportunities to reduce this systemic relationship. 4. Three of the four departments examined have personnel who have earned more in overtime than they have on regular time. Departments will monitor overtime use by these individuals and will report on any findings.
Alternative Dispute Resolution	<ol style="list-style-type: none"> 1. The Department of Correction and Rehabilitation (DOCR) and the Office of Human Resources (OHR) identified and implemented operational changes to shorten the Alternative Dispute Resolution (ADR) process in cases where personnel are on administrative leave pending a hearing. 2. OHR is developing an electronic application to roll out ADR process improvements to all departments within the County Government.
Emergency Response – Traffic Control Aspect	<ol style="list-style-type: none"> 1. County Departments reached an agreement that they will direct motorists to treat intersections with signal outages as four-way stops in order to mitigate accidents and injuries. 2. The Department of Transportation and Police Department will identify priority intersections for LED upgrades and subsequent installation of UPS battery backup systems to ensure that potentially dangerous intersections receive the first upgrades. 3. The Department of Transportation will coordinate with State officials to align resources in order to place state-owned signals on the signal upgrade list. Only two of the 50 highest priority intersections are County-owned and the remainder are owned by the State of Maryland.
OHR Discipline	<ol style="list-style-type: none"> 1. Pre-disciplinary processes vary widely across departments within the County Government. The Office of Human Resources is creating additional tools and guidance to help departments follow a more standard procedure and to more knowledgeably engage the discipline process.

CountyStat Meeting Content: 2nd Quarter 2008

06/20/08: Department of Housing & Community Affairs: Performance Plan Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

06/17/08: Cross-Departmental Issue: Montgomery County Emergency Response
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

06/13/08: Department of Permitting Services: Performance Plan Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

06/06/08: Fire and Rescue Services: Departmental Overtime Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

05/30/08: Positive Youth Development Initiative: Cross Agency Initiative Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

05/27/08: Affordable Housing Initiative: Cross Agency Initiative Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

05/16/08: Departmental Issue: Office of Human Resources Disciplinary Process
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

05/09/08: Cross-Departmental Issue: Overtime
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

05/02/08: Department of Recreation: Performance Plan Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

04/25/08: Fire and Rescue Services: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

04/18/08: Pedestrian Safety Initiative: Cross Agency Initiative Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

04/11/08: Department of Permitting Services: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

04/04/08: Positive Youth Development Initiative: Cross Agency Initiative Overview
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

03/21/08: Department of Housing & Community Affairs: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

03/14/08: Department of Correction & Rehabilitation: Overtime
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

03/07/08: Affordable Housing Initiative: Cross Agency Initiative Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)